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The Analysis of the Reasons and Measurements for Job-hopping of Enterprises in China

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Abstract: ***With the development of economy, job hopping tends to be more and more widespread and younger, become an urgent problem to be solved. This paper mainly analyzes job hopping reasons such as Employee factors, enterprise factors and Social factors.And put forward the measures such as Accurate self positioning, Make the reasonable salary system , Improve the staff-post matching degree, Exit interview, Strengthen the macro control of the government, Establish the restriction mechanism. Hope to help enterprises to meet the demands of staff, retain talent, to provide human resources guarantee for enterprise development.***

Key words: Job-hopping; Reasons; Countermeasures ; employee factors ; enterprise factors ; social factors

I. INTRODUCTION

The basic meaning of job-hopping is: Because the employees are not satisfied or not fit for the job. job-hopping has many kinds such as To move between jobs, move between departments, between units of job-hopping, jump between regional and industry. Some belongs to the same career move, some belongs to the move of skills transfer, some belongs to jump ship to finding employment. By their nature, no matter what kind of job, is based on the basis of their recognition, to development, in order to seek new, faster personal development, in order to self-improvement and the realization of life value maximize for professional or environment to make a fresh choice.

Job-hopping is also a legal concept, the meaning is:labor during the period of labor contract to perform, unilaterally terminate the labor contract in advance, establish the labor legal relationship with another unit.Job-hopping belongs to the category of a resignation, But unlike resignation, employees job-hopping often involves another unit, that is to say, Employees before the move has established a labor contract relationship with another unit, or the establishment of the labor contract relationship intention or communication, Another unit hire or hiring intentions are the reasons of job-hopping.

II .CURRENT SITUATION AND DEVELOPMENT TREND

A. THE CURRENT SITUATION OF OUR COUNTRY ENTERPRISE EMPLOYEES JOB-HOPPING

In November 2007 to November 2008, the results of the survey show that: white-collar who have job-hopping idea accounted for 47.8%,Nearly 75% of white-collar have job hopping. In 2011, a survey of students who have worked found that 57% of university graduates that go into the workplace in less than three years change their work At least once per year on average. 91% of the newbies with internship experience, but through positive "internship" into the unit is only 7.63%. in just three years into the workplace, Change two above work accounted for 57%, among them, 32% change more than three times. In 2012, a Chinese web site investigation and study showed that ninety percent of workers are considered job-hopping, accepted by the survey of the working people, male 70%, female 30%. Among them, 18 to 28 years old was 2%,29 to 39 years old was 26%,40 and above accounted for 12%. 30% of them participate in work for 1 to 2 years, 33% of people working time is 3 to 5 years, to participate in work 6 years is 23%, the remaining 14% of the population has just been hired. In addition, zhillianzhaopin suggests a new database in February 2013 that State of the user who left the proportion is 42%, the data has climbed to 57% in March. Job-hopping hugely increased, Has become one of the topics concerning society, enterprises and employees.

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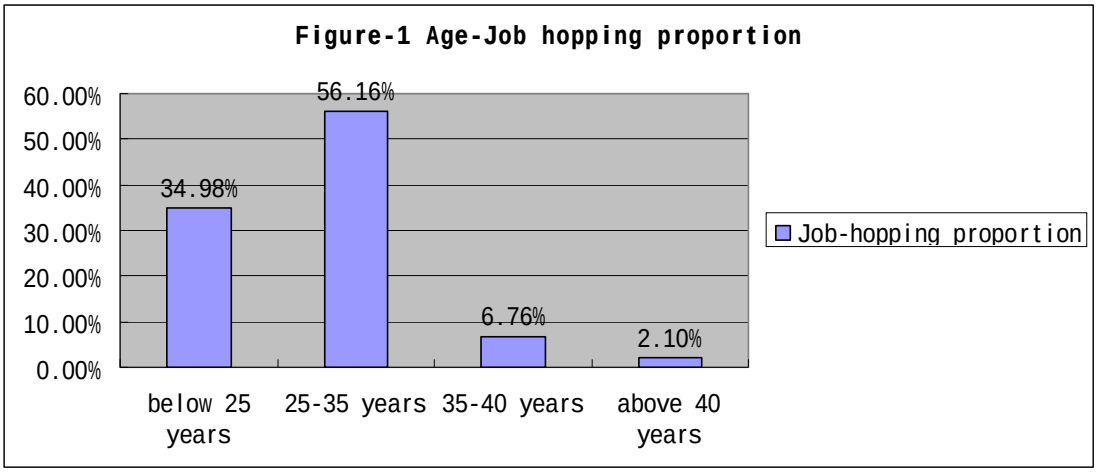
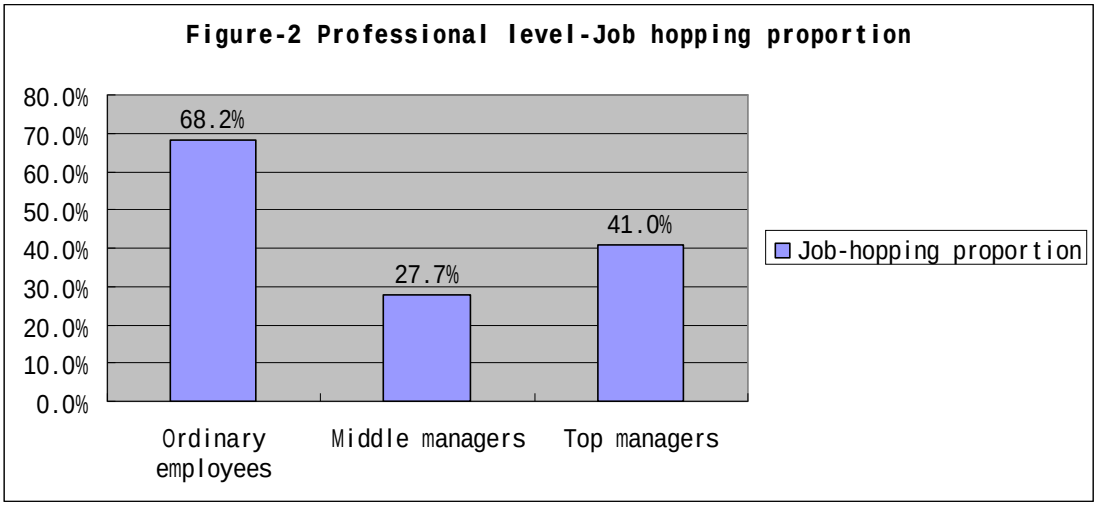
B.The trend of Chinese enterprise employees job-hopping

Our country enterprise turnover increased gradually in recent years, as shown in the figure-1 below, job-hopper who are ordinary staff accounted for nearly seventy percent, The proportion of low-level management in the second at 27.7%. As shown in the figure-2 below,Job-hopping employees age mainly concentrated “between 25 and 35 years” ,more than half, is 56.16%. Followed is “under the age of 25" age, is 34.98%; The rest of the age distribution is less, 6.76%were "35-40",and 2.10% of the "over 40”, Job-hopping of generalization and younger age trend is obvious.





Ⅲ.THE ANALYSIS OF THE CAUSES OF CHINESE ENTERPRISE EMPLOYEES JOB-HOPPING

A.EMPLOYEE FACTORS

1.THE MONOTONOUS WORK

Everyone has a professional job, but you can't design too drab, Simple repetition can easily cause fatigue. At the same time, if only as a means to earn a living, has no interest in it, don't experience any fun with a sense of accomplishment, accumulate over a long period work will be too monotonous, even tired of work.

2.A HERD MENTALITY

"Herd mentality" refers to members of the group has as much as possible in language, with most members to maintain consistent psychological behavior, Its performance is people in social activities, Individual some non-intelligence factors are always consciously or unconsciously influenced by other individuals. "Conformity" is a kind of common phenomenon of

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social psychology and behavior. In the modern enterprise, The role of individual employees more and more small, more important is team strength. Recently, some companies frequently appeared "collective job-hopping" events, more and more workers improper understanding of the needs of society, more can not be objective and fair evaluation of their own qualities, strengths and weaknesses, lack of autonomy on job-hopping, conformity and go with the flow.

3. WORK PRESSURE IS TOO LARGE

Some employees can't afford too much workload, Or the greater responsibility such as disease, accident and family difficulties and obstacles to assume , And the company to give treatment can not meet family increasing spending, which other companies and an olive branch, the probability of turnover will increase.

4. PERSONAL VALUES

Everyone has the dedication to work, the pursuit of a sense of accomplishment, man struggles upwards is the law of nature. People demand is various, His desire for what and how to evaluate your achievements, the restriction of the values. The pursuit of personal value and satisfaction to decide whether to jump ship. Some people with the sense of responsibility and sense of loyalty of degradation, lack of steadfast spirit of painstaking, incorrect personal values, the mountain looked at the mountain high, job-hopping has become a means of making a living.

B. The enterprise factors

1. THE PROBLEM OF TREATMENT

Low pay and poor welfare is the main reason of defections. They feel their pay and income is out, and at the same time, there is another better opportunity in the wave, salary is higher than enterprise now, or want to seek a better standard of living, for to jump ship.

2.NOT PROPER WORK ARRANGEMENT

Some enterprises not to accurately evaluate the personal characteristics and strengths of employees, arrange unreasonable work, make the ability of employees may feel play their part, were not sufficient to achieve self-worth, so they move. If enterprises lack the correct concept of choose and employ persons, The result will be a corresponding personnel allocation problem. Such not only affect employee's work enthusiasm, also can make employees because tired of work and leave now. Therefore, if an enterprise cannot reasonably adjust jobs, it is hard to avoid defections.

3. IGNORE THE TRAINING OF EMPLOYEES

Era of knowledge economy, Technology update speed is accelerated, the staff who want to realize their own value that need to through continuous learning and training, Keep track of the latest science and technology to update their knowledge. Although many enterprises have begun to realize the necessity of staff training, but there are a lot of misunderstanding in the practical training, such as Training content single, backward, and the tendency of purely theoretical, do not take the actual training effect evaluation. raining results and the expected results in which employees, failed to make them truly improve their ability, they will choose to move to more excellent enterprise learning new knowledge.

4. INAPPROPRIATE INCENTIVE WAY

Many Chinese companies for the employee still adopts the traditional incentive mode, thought compensation played a decisive role in employee motivation, According to incentive - care two factors theory. In today's society with rising living standards, the employees were the pursuit of a higher demand, pay more attention to the work of the engagement and sense of belonging, no longer meet the traditional material incentives. Incentives inappropriate staff won't get the real incentive, the serious influence its enthusiasm, eventually lead to the loss of employees.

C.Social factors

1.The labor supply and demand imbalance

At present the country has not a set of mature, form a complete set of policy and system to avoid people move about at will, Traditional residence and compiling system largely limits the rational flow of talent,the conflict is increasingly acute

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and prominent. And society has not formed a common specification, the lack of correct understanding and evaluation standard of job-hopping. Lack of personal incomes policy adjustment, leading to personal income level is not balanced or unfair, the gap is bigger. In fact, job-hopping is the outstanding performance of the labor force supply and demand contradiction. The society for talents supply and demand imbalance, lead to a few professional skills shortages. The talent supply and demand imbalance reflects the deformation of social demand and the deformation of talent cultivation, is performance of social development imbalances and immature.

2.The macroeconomic environment impact

Employees have more opportunities to choose job, the will be more likely to find greener pastures. China's talent flow is flow from the less developed areas to developed areas, from west to east. But in recent years because of the financial crisis and major cities housing prices too high, a line of city part of the talent to the Midwest. If not to adjust wages, in order to ensure the quality of their lives, some employees will choose to move to seek higher wages.

IV. THE SUGGESTIONS TO SOLVE THE PROBLEM OF TURNOVER

A.EMPLOYEE ASPECTS

1.Set up the professional ethics

As on-the-job personnel, should set up correct choosing profession, the healthy development of professional ethics, Correct and rational view of the job, don't waste too much time and energy to frequent job-hopping, Known repeat, repeat, repetition, To learn that maintains its own reputation to profound reflection of its own, analyze their own real needs, carefully weigh the pros and cons, otherwise it may jeopardize his future.

2.Improve the ability to work

When you work on highly competent, you won't have a lot of pressure, Even if there is pressure can also face. Set up confidence, avoid timid or perfectionist tendencies in the work, don't too much emphasis on job details, and ignore the final result. To develop and train the ability of effective behavior, a careful careful way of thinking and the arrangement of the scientific and effective work, specific goal planning, etc. Set aside time for yourself to make the necessary introspection, by thinking, improve mental models, improve the ability to cope with the stress of work.

B. ENTERPRISE ASPECTS

1.Develop a reasonable salary system

In the talent market, compensation is the "booster" guide the talent flow. If companies don't pay with market competitiveness, and with external gap is bigger, Not only fail to attract talent, and can lead to high staff turnover; Pay should reflect the principle of internal consistency, salary adjustment to the criteria of performance appraisal scale, the performance evaluation should be objective comprehensively reflect the efforts of the staff level, let as many people as possible to participate in the evaluation, to make fair and objective evaluation results, according to the results of performance evaluation, offer corresponding compensation to employees, manifests the fair income distribution system and welfare system of remuneration; Employee income and welfare payment according to the improvement of organization efficiency and adjust accordingly.

Regularly carry out employee benefits survey, and constantly adjust the welfare policy to adapt to the change of environment conditions. Can design self-help welfare, personalization and optional, Employees within the stipulated time and cash, Is entitled to their own combination of their own package benefits plans, their benefits will change with their lives. Make the pension and medical plans, build system of housing accumulation fund, to lift worries about employees; Special talents to implement enterprise year-end bonus; to support housing and car loans or loan guarantees for employee, Meet the needs of employees to pursue high quality life, for the staff to service enterprise.

In order to strengthen the staff's loyalty and sense of responsibility, To organize employees to buy shares, And gave reward options to outstanding employee, According to the specific situation, Employees' rewards can be divided into two

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parts, one part can now get , the other part get when retired even after several years, If did not meet the length of left the organization, this part don't get paid, this part is connect to pay and hours of work.

2.Improve staff-post matching degree

Fully take the reality of enterprise staff's ability and potential ability into account. Real power is accumulation of previous learning and experience; while potential mainly based on one's hobby, character, temperament, etc. For the clear responsibility work , should focus on the real ability; For post responsibility is not clear work, should more consider potential ability. Through double measure of jobs and people, in the most appropriate time to put the best people in the most suitable positions, So as to realize the rational allocation of talent. Only the different characteristics of people to carry on the reasonable collocation, make them foster strengths and circumvent weaknesses, to give full play to the effectiveness of employee, Different people harmonious collocation is favorable conditions to promote business, staff common progress and retain employees.

3.Make effective incentive mechanism

Companies should not only fully meet the demand on health factors such as employees' wages, working environment and interpersonal relationship, Avoid employees complain, make antinomy, steal enterprise property or reduce the pay for work and so on way to express dissatisfaction because of not satisfied with the work. At the same time should take the real motivators such as providing sufficient space for development, a sense of accomplishment, social status and development prospect, this is the key to retaining talent.If enterprises want to retain talent, should deep understand of the employees, satisfy the staff's dedication to work and a sense of achievement. Generally speaking, a successful career, have higher status won't move easily.

4.Exit interviews

For the enterprises that on the high side of "job-hopping", the first thing to do is, systemic collecting relevant data, understand the main causes of turnover, exit interview with the staff is an effective way of collecting data. The purpose of exit interviews to figure out: which kind of employee turnover rate is higher and the real reason why they leave. We should master the correct method to do exit interview,Immediately exit interview When an employee leaves is symbolic,it is Impossible to dig out the real reason for turnover, therefore, the exit interview need at least three times.The first time can be when resigned and left the company after the formalities, the other one or two for three to six months after employee leaves his post. This time staff has left the company finished procedure, relax vigilance, less a lot of concerns, departing employees is likely to be accumulated in inner anger poured out for many years. And companies can also know their existing problems, For those in need of improvement ,enterprises should formulate corresponding strategies, effectively reduce employees' job-hopping.

C. THE SOCIAL ASPECTS

1.Establish constraint mechanism

Countries should apply macro-control mechanism, establish strict supervision and restraint mechanism, In a variety of interests and conflicts by applying strict rules constraint employee behavior, decrease the loss of mobility. In order to prevent the staff's job-hopping after training, the enterprise can make the training service agreement before the training, If employees demand flow under service period, should compensate for enterprise training loss; Signing labor contract with employees, if the default will need to bear the heavy responsibility of breach of contract; Trade secret protection agreement strictly, to avoid defections in key position lead to the leakage of trade secrets. First to communicate ideas in the process of operation, let employees understand that this is a normal enterprise legal standard management behavior, is not about trust issues, At the same time to reflect the trade secret protection subsidies employees, embody the principle of reciprocity.

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2.The government macroeconomic regulation and control

The government should build information network system of employment, promote graduate supply and demand of cohesion, help college graduates grasp employment information comprehensive, reduce the cost of college graduates to find suitable jobs. In addition, the government should also implement the active employment policy, Implement industrial policies, Implement industrial policy that expanding employment as the guidance in economic structure adjustment as the orientation,t he government should strengthen macro-control, perfect the labor market, to provide timely and correct the talent scarce type,make the school has accurate direction of personnel training.Provide scientific employment guidance, Timely correct graduates' the wrong concept of employment choosing a career after employment first, help them to realize the employment situation, set up correct view of values. When information symmetry between college students with unit of choose and employ persons, is helpful to college students correct positioning personal career direction , in the job market, To avoid for job-hopping as a result of the professional mismatch or behavior lack of interest in work.

V. CONCLUSION

Talent resource is the most core competitiveness of enterprises , enterprises should adhere to the scientific development concept that people-oriented, Implement the innovative and pragmatic strategy of talent management. Create a good corporate culture within the organization, Formulate various systems which are is suitable for talent growth, to fully reflect talent value in enterprises,so that enterprises can carry out knowledge innovation, constantly value-added, improve enterprise's core competitiveness. Make the enterprise vigor unceasingly, get an impregnable position in the competition of global economic integration, not only can turn things the brain drain, but also will attract more excellent talents backflow and join enterprise talent competition.

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